5/25/88 C3955-1

Folio:

APRIL 1988 THE MAGAZINE FOR MAGAZINE MANAGEMENT $6.00

EARL KELENY

Audience measurement: Inching toward a solution

Readership figures generated by Simmons Market Research Bureau and Mediamark are continually under attack. And that can mean confusion and trouble for the magazines that depend on the numbers for their bread and butter. What are the problems and what is being done to solve them? Is a Gold Standard possible? **84**

Creating a winning direct mail package

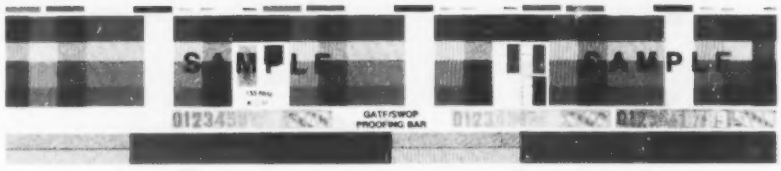
Imaginative use of tried and true techniques will go a long way toward overcoming difficult or unexciting subject matter when a direct mail package is being created. And the result can be a winner that lasts for years and years. **104**

Negotiating teams step up rate pressure

Get out your baseball bats: Ad agencies are turning loose "teams" of top executives to play hardball with magazines. Not many publishers like the latest trend in the print advertising game, but a few see a silver lining. **22**

Harold Evans: Pulling no punches

Glowing reports of moonlit cruises, cheery tales of souvenir shopping—fine for travel brochures, not for *Conde Nast's Traveler*. Editor Evans shuns happy-talk vacation planning and covers travel as a sharp-eyed journalist. Advertisers may wince when he reviews airline efficiency, but readers pay attention. **51**



How to work with your printer to keep offset reproduction problems under control

It should never be the production manager's job to scurry around the pressroom like a master detective at the scene of the crime. But knowing what can go wrong will make it possible for you to work with your printer to achieve better printing results. Consultant Alex Brown describes 13 common problems and offers advice and insight. **94**

April 1988

Chic new look for Family Media 57

Outside of *Savvy*, Family Media has had little impact on the hot women's market. But all that may change, as the publisher revives *Taxi* and takes star[illegible]n *Model* under its wing.

Crac[illegible]ing accounts with media kits 108

Learn how to make the money you spend creating and producing a media kit generate new and significant advertising revenue.

Computer title gets personal 21

Imagine finding a personal message on your favorite magazine's cover, explaining that a special insert has been selected just for you. *Online Today* makes the magic happen for its readers.

Freelancers and libel: Who pays? 28

Most magazines can't live without freelancers, nor can they live with libel. How can publishers protect their interests without alienating writers?

Magazine publishing economics 118

Publishing consultant John Klingel simplifies the complex economics of magazine publishing and gives you a different perspective on publishing's financial realities.

Licensing vs. joint ventures 166

International expansion may be inevitable, some publishers say, but deciding the route to take is not so easy.

UPDATE

1987: Turnaround year for consumer titles. 21
Back issue giveaway lifts sales 169%. 23
Desktop color: Still miles to go. 24
Is there life after direct mail? 30
Newspapers fail to grab magazine ads. 39

COLUMNS

Surviving a circulation audit, by Eliot Schein. 127
Using 'trade sales' to build circ, by Vivian Hurwitz. 131
Sales support personnel, by Walter Joyce. 135
Single-page prep, by Jeff Parnau. 141

DEPARTMENTS

Briefings 7
Joe Hanson on Magazines 11
Letters 15
Update 21
Magazine People 51
Magazine Watch 57
List Watch 71
Calendar 80
Literature Showcase 145
Point of View 166

MPA: Sparks flying
Joe Hanson's column ignites debate on effectiveness of Magazine Publishers of America. Donald Kummerfeld and Michael Levy take issue with FOLIO: publisher's critique of MPA priorities. 15

At Scoville Press customer service is so important only one person is assigned to...

...shepherd your job.

Some printers pass jobs from person-to-person, increasing the chances for quality problems, delays and cost over-runs.

At Scoville Press, only one person has primary responsibility to shepherd your job from start to finish. And they're backed by technical personnel every step of the way, ensuring quality and cost control to match our service.

Try Scoville for card packs and other response cards, as well as commercial specialties like color inserts printed on Scoville heat-set web presses. And now we've scooped the industry with a Scoville-designed direct mail press with extraordinary format flexibility and cost efficiency. Write or call Don Wildman, president, for more information.

Scoville Press, Inc.

14505 27th AVE. NO., MINNEAPOLIS, MN 55447
TELEPHONE (612) 553-1400

Circle no. 81 for more information

Folio:

Vol. 17 No. 4

THE MAGAZINE FOR MAGAZINE MANAGEMENT

Publisher and Editor in Chief: J. J. Hanson

Editor: Barbara Love
Managing Editor: Diane Cyr
Senior Editors: Jean Angelo, Paul Frichtl, Deborah Schwab
Associate Editor: Michael Garry
Associate Editor/Special Projects: Suzanne Zelkowitz
Assistant Editor: Thania Hall
Copy Editor: Cynthia Baughman

Group Art Director: Lowry Thompson
Assistant Art Director: Michelle Rollo
Group Manufacturing Manager: Patricia Kay
Production Manager: Terri R. Ballester
Typesetting: Julia Hawkins, Catherine Vitti

Vice President-Advertising/Associate Publisher: Gail Wolter Stokes; Marketing Manager: Shirley Sax; Sales Operations Manager: Robin Altman; Advertising Promotion Manager: Joanne Fitzsimmons; Advertising Account Executives: Gregg P. Boersma, Kerry Cannon Jr., Jane Rand, Sara Sikes; Advertising Traffic Manager: Elizabeth Pearce.

Vice President/Marketing Services: Ellen Ziperman; Marketing Project Manager: Deborah Fischmann; Marketing Services Representatives: Robin Arnoff, Helen Campbell, Suzi LaHines, Stephanie Malo, Patricia Pildner, Karen Putrimas, Lynn Ross, Jean Stetz, Judith Wiley; Classified Section Coordinator: Gloria Williams; Marketplace Coordinator: Denise Gross.

Creative Services Manager: Lisa Nagy
Promotion Art Director: Avery Horning

Director of Conferences and Exhibitions: Rob Sgarlata
Exposition Services Director: Terry Schaberg

Circulation Director: Gerry L. Ginsburg
Assistant Circulation Managers: Rose Lord, Sophie Roye
Reader Service Manager: Valerie Miller
Manager/Information Systems: Kenneth S. Jones

Hanson Publishing Group, Inc. President: J. J. Hanson; Executive Vice President/Publishing, Editorial Director: Charles I. Tannen; Executive Vice President/Finance and Administration: Norman Jacoby; Executive Vice President/Marketing: Ira Ellenthal; Vice President/Advertising: Gail Wolter Stokes; Vice President/Marketing Services: Ellen Ziperman; Vice President/Operations: John D. O'Toole.

FOLIO: THE MAGAZINE FOR MAGAZINE MANAGEMENT, incorporating Better Editing Magazine, is published 12 times per year. In addition to 12 regular monthly issues, the following special issue is published: FOLIO: Source Book (published in the spring).

Copyright© 1988 Folio Publishing Corp.

FOLIO: THE MAGAZINE FOR MAGAZINE MANAGEMENT is published by Folio Publishing Corp., 6 River Bend, P. O. Box 4949, Stamford, Conn. 06907-0949. 203-358-9900. And 12 E. 44th St., Fourth Floor, New York, N.Y. 10017. 212-972-6300.

Folio Publishing Corp. is an affiliate of Cowles Media Company. Other affiliated publications are Catalog Age, Inside Print and Catalog Product News.

Subscriptions: U.S.—1 year (12 issues), $64; 2 years (24 issues), $102; 3 years (36 issues), $134. Canada and Mexico—one year (12 issues), $77; 2 years (24 issues), $125; 3 years (36 issues), $171. Foreign (air only)—1 year (12 issues), $136; 2 years (24 issues), $256; 3 years (36 issues), $364. Single copies of most past issues of FOLIO: are available prepaid at $8 per copy. Single copies of special issues cost more.

Postmaster: Please send address changes to FOLIO:, P. O. Box 4949, Stamford, Conn. 06907-0949.

ISSN 0046-4333. Second class postage paid at Stamford, Conn., and additional entry points.

ABP ABC MPA

UPDATE

1987: Turnaround year for consumer titles

Ad page woes end after two years of declines; fashion titles still hot

New York City—Reversing a two-year decline, the 147 magazines surveyed by Publishers Information Bureau (PIB) enjoyed a 3.1 percent increase in advertising pages in 1987 over 1986, for a record total of 155,636.92 pages. The turnaround followed a 1.4 percent drop in 1986, and a 3.3 percent fall in 1985.

Ad pages were up in eight of nine magazine categories—the exception being mechanics and science, in which pages declined 1.6 percent. (PIB did not arrange titles by category in its 1987 report; FOLIO: has grouped titles following last year's PIB format.)

Good news also turned up on the revenue side. Ad revenues for the titles were up 5.5 percent in 1987, reaching a record $5,389,746,073. This percentage jump exceeded the previous year's 3.3 percent rise, and is the largest annual increase since 1984. Revenues hit the plus side for all nine magazine categories.

Above-average revenue growth occurred in each of the following major product categories, according to Magazine Publishers of America: toiletries and cosmetics (up 15.7 percent), automotive (up 13.4 percent), apparel (up 10.3 percent), mail order (up 10.0 percent), computers and equipment (up 9.9 percent), travel (up 9.0 percent) and publishing and media (up 6.1 percent).

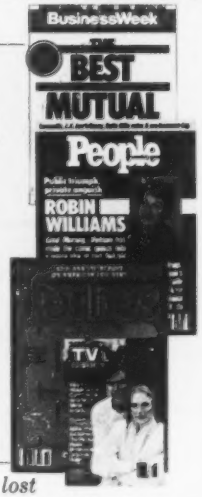
Despite the positive signs for the year as a whole, 1987 ended on the downside, as December ad pages and revenues declined 0.7 percent and 1.5

(CONTINUED ON PAGE 44)

Top 10 magazines by advertising pages

1987 rank	1986 rank	Publication	Pages	% change from 1986
1	1	*Business Week*	4,708.86	+21.0
2	3	*TV Guide*	3,626.45	+ 1.7
3	4	*Forbes*	3,626.11	+ 6.1
4	2	*People*	3,581.88	- 4.8
5	5	*Vogue*	3,294.71	+ 3.2
6	6	*New York*	3,132.26	+ 0.3
7	7	*Fortune*	3,017.64	+ 3.8
8	9	*The New Yorker*	2,703.18	+ 1.0
9	8	*Sports Illustrated*	2,651.52	- 2.2
10	11	*Newsweek*	2,564.19	+ 1.3

Source: Publishers Information Bureau



***Unlike 1986,** when all of PIB's top page sellers actually lost pages, 1987 saw gains for eight top magazines, notably* Business Week.

Computer title gets personal

Ink-jet addressing helps *Online Today* stand out in the crowd

A special-interest computer monthly is blazing trails in ink-jet printing, a bindery-line technology that has been slow to make its way into magazine publishing. By ink-jetting personal messages on its front cover, and by tailoring special inserts to selected readers, *Online Today* is pushing both editorial and ad sales in new directions.

Online Today, a seven-year-old computer service magazine, is distributed free to 400,000 subscribers to CompuServe Information Services, an online computer resource service of more than 300 databases. It is precisely that tie-in that has made personalized issues possible.

Registration for the CompuServe services, via modem through the online computer system, includes an electronic user qualification form. That form's information, combined with records of the specific databases the customer uses regularly—such as financial services, travel, even journalism—gives the magazine a detailed, up-to-the-minute profile of each reader.

So far, *Online Today* has used ink-jetting only for promotional purposes. The February issue, for example, pitches the magazine's sister publication, *Online Today Daily Edition*, a daily online news service for the computer industry.

Online Today has bigger plans, however, for putting its sophisticated list information to work. Using ink-jet and selective binding technology, *Online Today* plans to help the magazine stand out in the increasingly dense crowd of computer magazines, says

COURTESY OF THE HEARST CORP.

"I did the right thing," says Cosmo *editor Helen Gurley Brown, whose AIDS article came under fire.*

advised not running it, and three approved of the article and said they would stand by her if she published it.

"I could have sent the article out to six more people, or 600 . . . I could have gone on forever," said Brown.□

New 'matchmaker' service for freelancers

Magazine editors can now be matched to freelance writers through Phoenix Information Services, Inc., Littlefork, Minnesota.

Phoenix, founded by John Sorenson, a former freelance writer and school teacher, has compiled a data bank of freelancers, listing specialty subject matter and other credentials. At the same time, Phoenix is collecting names of magazines, book publishers, video production firms and other companies that buy written material.

"When we get requests from editors we can match up a story idea to a certain writer," explains Sorenson.

Magazine editors who want to find freelancers pay Phoenix a $95 annual fee; freelancers who wish to be part of the network pay the same amount. The company is establishing an on-line, computer database, for which members will pay a per-minute fee.

To date, Phoenix has approximately 540 names on its database. Most of those names are freelancers looking to sell pieces, but approximately a hundred are publishing companies, mostly smaller circulation magazines and newsletters, and newer publications. More information is available by calling Phoenix: 218-278-6626.□

1987: Turnaround year

(CONTINUED FROM PAGE 21)

percent respectively.

The hottest magazine category continues to be fashion and service. In 1986, that category led all others with a 13.1 percent growth in pages; last year, pages grew 8.3 percent, while revenues shot up 15.0 percent.

Leading the field, *Elle* enjoyed a 46.8 percent growth in ad pages, coupled with a 145.7 percent jump in revenues. The only loser among *Elle, Glamour, Harper's Bazaar, Mademoiselle* and *Vogue* was *Harper's Bazaar*, which declined 6.3 percent in ad pages, though ad revenues rose 2.4 percent.

Business weeklies gain

The business category saw the most significant ad turnaround in 1987, with pages jumping 6.5 percent and revenues climbing a healthy 18.2 percent. This follows two years of declines. The big winner was *Business Week*, which gained 815.69 pages, or 21.0 percent, giving it more ad pages than any other PIB magazine (4,708.860). This compares with a 7.6 percent page decline in 1986. *Inc.*, which changed publishers last year, saw pages rise 13.6 percent, following a 10.5 percent decline in 1986. *Forbes* and *Fortune* also boosted their page totals, by 6.1 percent and 3.8 percent respectively.

On the other hand, ad pages rose a paltry 1.9 percent for 21 women's magazines, while revenues were virtually flat. By contrast, revenues rose 4.6 percent in 1986 and 7.6 percent in 1985. Ad page leaders include *Bride's* (up 19.1 percent), *Health* (up 17.0 percent) and *Modern Bride* (up 12.6 percent).

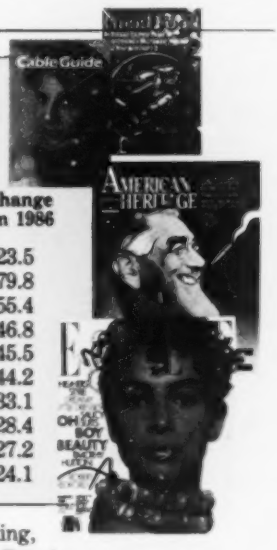
Despite apparently rampant rate cutting, five of the "seven sisters" magazines suffered ad page losses, led by *Good Housekeeping*, whose pages fell 13.3 percent.

Most other categories saw modest ad page gains last year:

- Weeklies and biweeklies (15 titles) rose 1.0 percent in pages, 2.6 percent in revenues. Fueled by a successful trade ad campaign and four twentieth anniversary issues, *Rolling Stone* led the pack with a 20.4 percent gain in pages and a 33.3 percent rise in revenues. Among the newsweeklies, *Time* dropped 8.3 percent in pages, while *Newsweek* and *U.S. News & World Report* grew 1.3 percent and 2.0 percent respectively.
- General interest magazines (60 titles) increased pages 2.7 percent and revenues 6.1 percent. The more notable page gainers include *Good Food* (up 79.8 percent), *Cable Guide* (up 55.4 percent) and *Vanity Fair* (up 44.2 percent). On the other hand, *Games* declined 55.0 percent in pages.
- Home magazines (18 titles) inched up 0.9 percent in pages, but rose 8.1 percent in revenues. *Country Living* and *Metropolitan Home* enjoyed a 20.5 percent and an 18.1 percent gain in pages respectively, while *Southern Living* and *Sunset* slid 14.3 percent

Top 10 magazines by % growth in ad pages

1987 rank	Publication	Pages	% change from 1986
1	*American Heritage*	263.89	123.5
2	*Good Food*	180.18	79.8
3	*Cable Guide*	283.01	55.4
4	*Elle*	2,079.61	46.8
5	*Endless Vacation*	279.51	45.5
6	*Vanity Fair*	860.39	44.2
7	*Harper's Magazine*	357.35	33.1
8	*Scientific American*	558.97	28.4
9	*Bicycling*	883.54	27.2
10	*World Tennis*	389.43	24.1



Rebounding from ad page losses in 1986 are Bicycling, Harper's Magazine, Scientific American *and* World Tennis.

and 10.7 percent respectively.

• The outdoor category (*Field & Stream, Outdoor Life* and *Sports Afield*) rose 3.0 percent in pages and 4.3 percent in revenues. *Sports Afield* led with 13.4 percent gains in both pages and revenues.

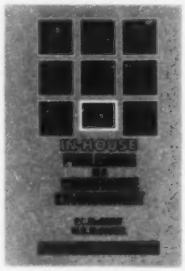
• *Boys' Life*, the only publication in PIB's youth category, grew 4.2 percent in ad pages, following a 9.1 percent decline in 1986.

Newspaper supplements, listed separately in the PIB report, declined 3.5 percent in ad pages, but grew 2.3 percent in revenues. The supplements include *Los Angeles Times, The New York Times Magazine, Parade* and *USA Weekend.*—*M.G.*

Resources

Nonsubscribers can tap Nexis research through DialSearch, a telephone information service from Mead Data Central. Toll-free phoned-in requests for news, analysis and data from the Nexis database are handled by Mead information specialists. DialSearch clients also have access to some Mead services, including full text of U.S. patents, selected government documents, analyst reports from leading brokerage and investment banking firms, SEC filings and annual reports of many public companies. Most research is completed within 24 hours. Price: $70-per-hour charge for time spent on research, print charges of three cents per line, and a processing fee. An automated clipping service is also available at $15 per search, plus printing charges. Write: Mead Data Central, Inc., 9393 Springboro Pike, P. O. Box 933, Dayton, Ohio 45401. Telephone: 800-843-6476; in Ohio, 800-227-8379, ext. 5505.

The updated ***1989 Directory of the American Society of Journalists and Authors*** lists more than 750 freelance nonfiction writers. It contains approximately 60 new members, more than 75 address/phone changes and dozens of major updates. The geographically cross-indexed entries are also cross-referenced by pseudonyms, subject specialties and areas of expertise covering media, styles and additional skills. Addresses and phone numbers of more than 100 agents in the United States and abroad representing Society members are also included. Price: $50, postpaid. Write: American Society of Journalists and Authors, Inc., 1501 Broadway, Suite 1907, New York, N.Y. 10036. Telephone: 212-997-0947.



In-House Publishing in a Mainframe Environment, by P. C. McGrew and W. D. McDaniel, is a systematic step-by-step guide covering the issues and decisions associated with publishing documents in-house within an IBM mainframe environment. Price: $34.95. Write: Macmillan Publishing Company, 866 Third Ave., New York, N.Y. 10022. Telephone: 212-702-4200.

"Media Memos," a quarterly newsletter for management, marketing, sales, advertising and media executives, provides a roundup of promotional ideas, such as successful merchandising programs, special events, contests and sweepstakes, trade show programs and unique sales presentations. It also offers tips concerning media kits, writing and design techniques, and sales presentations. Price: $59 per year. Write: Julie A. Laitin Enterprises, Inc., 19 W. 44th St., 9th Floor, New York, N.Y. 10036. Telephone: 212-840-1270.

Letraset USA has released a videotape, **Letraset Color Imaging Video,** featuring the uses of its color imaging products through a step-by-step, case-history approach. Copies are available on request; a $9.95 fee is charged to cover postage and handling. Specify Beta or VHS. Write: Letraset USA, 40 Eisenhower Dr., Paramus, N.J. 07653. Telephone: 800-631-1604.

The ***1987 PIA Graphic Arts Awards Annual***, featuring print communications winners from the Printing Industries of America (PIA) awards competition, gives graphic arts businesses and media buyers a look at the latest trends in graphic communications and photography. Fifty-five different categories, including magazines, direct mail and newsletters, are shown in color. Each piece is also identified by printer and entrant; the designer or graphic arts firm is often listed as well. Price: $28.50; $17.50 for winning entrants; bulk order discounts available. Write: Printing Industries of America, Susan Wheeler, 1730 N. Lynn St., Arlington, Va. 22209. Telephone: 703-841-8192.

A pamphlet, **"The Art of Creating an Effective Qualification Form,"** covers the questions circulators should ask regarding the proper form (size, color, etc.), postal requirements, codes and timing. Single copies are offered free of charge; bulk discounts are available. Write: Business Publications Audit of Circulation, Inc., 360 Park Ave. South, New York, N.Y. 10010. Telephone: 212-532-6880.

The Council for Periodical Distributors Association (CPDA) is offering a free 12-page pamphlet, **"Publisher Newsstand Distribution Alternatives."** Designed for all publishers, with emphasis on new and small publishers, it contains information (including costs) and charts about the options available to publishers in reaching retailers. Write: CPDA, 60 E. 42nd St., Suite 2134, New York, N.Y. 10165. Telephone: 212-818-0234.

The first copy of the **1988 Catalog of Publications Merchandisers** is available free of charge from the Periodicals Institute. Intended to support publication merchandising activities, it includes a wide range of items such as plastic gondola signs, setup displays, custom headers, publications, slide and sound presentations, and display units for meetings or conventions. Write: Periodicals Institute Inc., P. O. Box 899, West Caldwell, N.J. 07007. Telephone: 201-882-1130.

Instruments for the Graphic Arts, a new book from the Graphic Arts Technical Foundation, addresses measurement and control of materials and processes used to produce quality graphic arts products. It catalogs hundreds of instruments, including paper testers, ink testers and process control instruments. Price: $24, members; $48, nonmembers. Write: Graphic Arts Technical Foundation, Order Division, 4615 Forbes Ave., Pittsburgh, Pa. 15213. Telephone: 412-621-6941.

The **Laboratory of Advertising Performance**, a division of McGraw-Hill Research, has released a study of 4,365 ads in 25 publications indicating that

Behind every great salesperson . . .

Today's intensely competitive ad sales arena means that publishers' bottom lines will be well served by increased investments in ad sales support personnel

Publishers have at last discovered the sure-fire lure for scarce sales support talent: It's called money. Salaries are rising and the new money is attracting new talent. Like chumming for game fish, using money to attract talent takes time, but it's a lot more effective than trolling in another magazine's promotion department. And eventually, there will be more fish for everybody.

This new direction represents a reversal of a trend—dominant over the last few years—toward smaller and lower-level support operations. In that insidious process, a whole layer of senior promotion management was swept out of the magazine business.

Example: As recently as four years ago there existed a private luncheon club of a dozen or so ranking consumer magazine promotion directors (maximum club membership being determined by the number of people who could comfortably sit around the table in the Forbes dining room). Salaries in the group ranged from $80,000 to $120,000. There was one female in this male oligarchy. Where are they now? Where they're not is on magazine mastheads: Only three still hold staff jobs.

But, what went around is coming around. Example: A much more democratic magazine promotion/marketing organization has recently been formed under the name Magazine Marketers' Association. Lunch is out of a paper bag in somebody's conference room. Salaries for promotion directors in this group average under $40,000. Of the 50 original members, 39 are female.

The new group's formation is an affirmation of a new sense of self worth and a recognition of shared interests and common personal goals, one of which is to get a more equitable share of the compensation pie. The group's emergence is the first crocus in a springtime foretelling higher salaries, more status and greater management participation for support people—and, incidentally, more competition. Because women will now command something nearer full market value for their contribution, the jobs are worth fighting for. There will be more and better people in the talent pool.

The new direction is a response to the demands of an intensely competitive marketplace. Advertiser pressures have focused generally in three areas: rates, favorable positioning and merchandising. Of the three, merchandising is the least odious—and, properly executed, has substantial positive benefits for the magazine. But sales-effective "value added" programs require sophisticated and imaginative people to run them—*scarce* people, *expensive* people.

Perception is reality

Further, publishers have realized that perception is indeed reality in the media buying arena. Before a magazine can win a place on an advertiser's media schedule, it must be perceived as a legitimate candidate for the business. Rearranging perceptions requires the application of marketing insight and sustained effort. It requires talented people dedicated to the task—*scarce* people, *expensive* people.

Lauren Kamens, who directs the

Table 1

Sales support staff head counts

	Circulation	Promo/research budgets (less staff)	Head counts	Top salary
Magazine A	1,500,000	$1,700,000	10	$90,000
Magazine B	700,000	800,000	5	65,000
Magazine C	1,000,000	700,000	0	—
Magazine D	1,200,000	1,800,000	12	75,000
Magazine E	800,000	875,000	7	65,000

***It is not only salaries** that are increasing for ad sales support personnel. An intensely competitive marketplace and advertiser pressures are forcing magazines to increase the ratio of support personnel to street sales personnel.*

Walter Joyce is a consultant to publishers in the areas of marketing and promotion. Joyce had been senior vice president for promotion at Playboy, *and has served as promotion director of* The Saturday Evening Post, Psychology Today, Careers Today *and* Fortune.

Table 2

Sales support compensation structures

	MPA '84 Midpoint* ($000)	MPA'86 Mean* ($000)	MMA '87 Average ($000)	Kamens '87 range ($000)
Marketing director			63.3	75-110
Marketing services director		63.3		55-75
Promotion director	48.5	52.6	38.7	50-65
Research director	45.6	51.0	36.6	35-50
Promotion manager				32-48
Copywriter		26.5		22-27 jr 28-55 sr
Merchandising events manager				27-35
Promotion assistant			19.7	21-26
Art director		35.7		28-40

*Magazines with $25 million to $50 million in ad revenue

***One result of the intensely competitive** marketplace and advertiser pressures has been the growing realization that sales support personnel are vital—and scarce, and expensive. Prospects for support personnel, as the chart shows, are bullish.*

sales support recruitment operation at the Howard Sloan search firm, spoke to the newly formed Magazine Marketers' Association late in 1987. She had several major points to make:

- The promotion job market was superactive in 1987.
- For copywriters, we're seeing that it is a sellers' market.
- Support staff size is increasing relative to street sales.
- The talent shortage—especially copy talent—is acute.
- The support function was *re*active; it is now becoming *pro*active.

She also noted the emergence of a new job title—marketing director—at the top of the sales support pyramid. This reflects the evolving marketing orientation in magazine advertising sales, and is not so much new as it is a maturation of the (largely *re*active) marketing services function that emerged a few years back.

The marketing director—sometimes a repackaged salesperson, but now more frequently a veteran of one of the support areas—is often the full partner of the advertising director and has decisive authority over rate structures and other pivotal areas. According to Kamens, the new marketing director gets from $75,000 to $110,000 with various performance kickers.

The notion that at least ranking support people should be cut in on bonuses is another reborn idea, acknowledgment of the *pro*active role they should play in increasing profitability.

But even without this new top layer, prospects for support people are bullish. The MPA does a biannual survey that includes support positions. In the 1986 MPA survey, a promotion director's compensation ranged from $29,700 (for consumer magazines with under $5 million in ad revenue) to $77,200 (for magazines with $100 million in revenue). For magazines in the $25 million to $50 million revenue class, the number was $52,600, up 8.4 percent from a midpoint of $48,500 in 1984.

> "Of the three areas where advertiser pressure has focused, this is the least odious—and, properly executed, has substantial positive benefits for the magazine."

An internal survey of members of the new promotion/marketing group produced a range of $30,000 to $50,000 for promotion directors on magazines with 500,000 to 800,000 circulation. Kamens offered a range of $50,000 to $65,000—closer to MPA's number.

Along with higher salaries, publishers are faced with increased head counts. Just a couple of years ago, a one- or two-person promotion operation with maybe a number cruncher in research was close to the norm for smaller magazines. The ratio of street sales personnel to support personnel increased to four, five or six to one. If a field army requires a one-to-one ratio in support of a front-line soldier, surely magazines need better than one to six. But it is economics, not logic, that has won the day. At $35,000, having a promotion "director" spending some of (invariably) her time typing labels is tolerable; at $50,000 or more, the inefficiency verges on criminal malfeasance.

So, there are more eager, low-paid promotion assistants learning the trade and enriching the talent pool. There are more specialists, too—particularly in the areas of merchandising, where creative ideas and heavy client contact have raised job requirements rather substantially.

The big newsweeklies and larger monthlies are exceptions to this expansion. In these shops, once (too) huge support staffs continue to be shaved, mostly by attrition, and by consolidation of function. For example, late last fall Time Inc. centralized the largely mechanical chore of syndicated audience data processing.

Members of the Magazine Marketers' Association surveyed themselves and found that among magazines in the 500,000 to 800,000 circulation range, support head count ran to an average of 5.6 people administering an average budget of about $1,100,000. The magazines involved averaged 11.6 on staff salespeople and used reps in four cities. Some other magazine examples are shown in Table 1.

Adequate staffing is just good business, yet there are economies to be achieved in the effective use of freelance and temporary professional help.

Art departments, once a staple of ad sales support, have felt the headsman's ax most cruelly. Real design talent had to be bought outside anyway, and the convenience of in-house paste-

COLOR SEPARATIONS FROM THE

THIRD SHIFT

Everyone knows it's cheaper on the "Third Shift." For that reason we're devoting an entire shift to good, but less expensive color separations.

The advantage to you is simple. We have standards not available anywhere else on "less expensive color" because our first two shifts are geared to advertising agency quality standards. These same standards are continued on our third shift at less than half the cost. We have 70 craftsmen and operate a Hell DC350, CP341, a full blown Hell Chromacom System, a Gerber Auto Prep 5000 with interface to the Chromacom, a DuPont Image Manager and a 4 color press for progressive proofs when needed. We also have a commercial photography division with three studios and complete lab facilities.

So, the next time you need separations that must be good but less expensive, call on the people who know what good really means. Call on our Third Shift.

At these low prices payment must be in advance by check, MasterCard, Visa or COD.

Size	4x5	5x7	6x9	8x10	10x12	11x14	12x18	16x20	20x24	22x28	23x35	30x40
Laser Sep.	50.00	60.00	70.00	80.00	90.00	110.00	140.00	190.00	240.00	280.00	350.00	460.00
Plus Mail	40	60	80	1.30	1.50	1.60	2.40	3.20	4.40	4.40	5.90	7.40
or Fed. Exp.	10.00	10.00	10.00	20.00	20.00	20.00	25.00	25.00	29.00	32.00	32.00	38.00

Price includes Matchprint II Color Proof

PEERLESS

...because we have to be

823 Main/P.O. Box 3021
Little Rock, AR 72203
501-375-8266

SINCE 1921

Circle no. 69 for more information

up service fell to either/or pressures. The "or" in that equation was often midlevel copy people to knock out the heavy volume of brochure copy, general sales letters and so on that magazines produce. On-staff copy capability is a wise choice, because freelance copy is expensive, and familiarity with an individual magazine's sales platform difficult to come by without a lot of unproductive prep work done with the clock running. But freelance creative help is certainly appropriate for major creative projects, especially for video scripts and other show biz quality communications.

Other services are available—there are freelancers to take on all the details

"Every competent promotion director should maintain a list of such resources. Many do—but don't share."

and pain of running parties and merchandising events. There are public relations people with expertise and contacts in many specific markets. The plethora of eagerly available research workers is barely exceeded by the number of Chinese restaurants in the Manhattan telephone book. Every competent promotion director should maintain a list of such resources. Many do—but they don't share.

Of course, multititle publishers have the option of creating corporate sales support structures—or at least corporate centers for specialized functions such as merchandising. This works best when there are relatively few titles involved, each of which can command the attention it needs. And, unless there is a strong person running the support group, the evil descriptive reactive inevitably applies. If two eggs over easy is what you ordered, don't expect Hollandaise.

The bottom line is that publishers' bottom lines will be well served by increased investments in good people and the compensation levels that attract them. After all, added value is more profitable than slashed rates. And for those of us who have labored so long, so unappreciated, so undercompensated in the back room vineyards, the new grapes are sweet.□